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Occupational Health and Safety Impacts, Environmental Conditions, and Job Pleasure on Employee Performance at CV Surya Ananta Sentosa Muncar Banyuwangi

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ABSTRACT

Objective: *This study aims to determine and analyze Occupational Health and Safety (K3), Work Environment, and Job Satisfaction towards Employee Performance at CV Surya Ananta Sentosa Muncar Banyuwangi.* ***Method:*** *This study uses a quantitative method. Research-related information, namely primary information obtained through observation, distributing questionnaires, interviews, and using secondary data through documentation. The research sample consists of 40 employees at CV Surya Ananta Sentosa in Muncar Banyuwangi. For data analysis, the author used Line Development Testing Increase.* ***Results:*** *The results of hypothesis testing state that OHS does not have a significant impact on employee performance, working conditions have a significant impact on employee performance, and working success does not have a significant impact on employee performance.* ***Novelty:*** *This study is based on the problems that occur at CV Surya Ananta Sentosa, namely the lack of attention to occupational safety and health. Although the company has provided protective equipment such as masks, gloves, and boots to prevent work accidents in the distribution section, employees often neglect to use them due to a lack of awareness and the perception that accidents are rare coincidences.*

INTRODUCTION

HR means strategic capital for every organization. HR is a series of activities aimed at obtaining, improving and supporting competent permanent workers. HR scope includes workforce needs planning, recruitment, selection, orientation, training, career development, performance appraisal, compensation, as well as industrial linkage management (Marniati, Prof.Adjunct, 2020).

Occupational health is defined as a condition free from the risk of physical injury in the work environment. Risk factors that can cause emotional stress or long-term physical disorders are included as the basis for Occupational Safety and Health (OHS). Research shows that although OHS has a direct influence on performance, job pleasure plays a moderating factor and strengthens linkage of OHS with employee performance (Afaq Ahmed et al., 2017). Similar findings indicate that job satisfaction is a mediating factor that modifies health and safety impacts on individual performance. Then we can measure the inaccurate impact occupational safety and health factors related to performance (Tengilimoglu et al., 2016).

Internal company working conditions factors has an important impact impact employee performance linkages, in addition to occupational safety and health aspects. Author (Verdi Sukardi, 2022)The quality of working conditions, both physically and psychologically, has a strong correlation with employee performance. Every aspect of work, from the tools used to interactions with coworkers, is influenced by working

conditions. Job enjoyment, which is a combination of feelings of pleasure towards the work itself and external factors such as support from superiors or coworkers, plays an important role in encouraging employees to achieve optimal results (Mardikaningsih & Sinambela, 2016).

Performance is a measure of a person's success in carrying out their duties. This includes the quality of work results, quantity, and ability to achieve targets that have been determined on a schedule and have been determined. In other words, performance reflects how well a person can contribute to achieving organizational goals. This understanding is almost the same as (Ryani Dhyan Parashakti, 202)Employee performance evaluation aims for measuring capabilities individuals groups in accomplishing the organization's strategic target (Kamal et al., 2018).

CV. Surya Ananta Sentosa, a seafood processing company established in 2005, was initiated by Ribut Wiyono with the aim of utilizing marine wealth and meeting the high market demand for fishmeal and fish oil products. In addition, this company is also committed to opening up employment opportunities for the surrounding community. Unfortunately, this company still faces challenges in terms of implementing occupational safety. Especially in the product distribution section, employees often do not wear the personal safety equipment that has been provided, such as masks, gloves, and boots. In fact, these tools are very important to prevent work accidents. The lack of employee awareness and concern for personal safety is a major problem that needs to be addressed immediately.

From the results of interviews with company leaders, it was revealed that one of the main obstacles faced by CV Surya Ananta Sentosa in the distribution process of goods is the lack of consistent application of occupational safety and health principles among workers. The lack of cooperation and good coordination between individuals causes disruption to the smooth distribution, which has an impact on the quality of the final product and completion time. In addition, the lack of commitment and supervision of the implementation of K3, as well as the absence of a special body that is fully responsible for the implementation of K3 in the company are also inhibiting factors. This condition often triggers customer dissatisfaction because the results obtained do not comply with the established standards, both in terms of quality and quantity, as well as delivery time.

Table 1. Results of the Evaluation of Health and Safety (K3), Working Conditions and Work Enjoyment in Relation to Employee Capabilities for CV Ananta Sentosa Muncar Banyuwangi in 2020.

No	Indikator Peneliaian	Capaian (%)	Target
1	Ketepatan waktu penyelesaian pekerjaan	90%	90%
2	Tanggung jawab atas pekerjaan yang diberikan	60%	60%
3	Kuantitas dari hasil pekerjaan yang di berikan	90%	90%
4	Kuantitas dari hasil pekerjaan yang telah diselesaikan	70%	70%
5	Tingkat kehadiran karyawan	90%	90%
6	Karakter tiap karyawan dalam berinteraksi (etika, integritas, nilai moral)	75%	75%
7	Inisitif dalam melakukan tindakan	60%	60%
8	Kurangnya memperhatikan (K3) alat bantu yaitu masker, sarung tangan, dan sepatu boots	60%	60%
9	Kemampuan kerjasama tim	70%	70%
10	Kemampuan menjalin komunikasi yang baik	65%	65%

Source: President Director of CV Surya Ananta Sentosa Muncar Banyuwangi, 2020.

Based on the evaluation data, the performance of CV Surya Ananta Sentosa Muncar Banyuwangi employees still needs improvement. The quality of work results that only reached 70% was the main highlight, especially related to customer complaints regarding the inconsistency of laboratory results. In addition, low teamwork and communication, as well as a lack of individual responsibility, were also obstacles. Employee satisfaction surveys showed that although the majority were satisfied with their salaries, conflicts between coworkers and lack of concern for work safety were the main problems. This condition had a negative impact on the performance of the goods distribution team.

The implementation of Occupational Health and Safety (K3) at CV Surya Ananta Sentosa Muncar Banyuwangi is very important. The main purpose of K3 is to protect workers from all forms of hazards in the workplace, as well as to ensure that the production process runs safely. With K3, we can not only improve worker safety, but also their productivity and welfare. This will build a friendly and productive working atmosphere for the company.

RESEARCH METHOD

Variable Identification

According to (Yayuk & Sugiyono, 2019), Research variables are characteristics or conditions that vary and are measured in a study. By studying changes in these variables, researchers can draw conclusions and test hypotheses. There are 2 categories of research variables, as follows:

1. Independent Factors

Independent factors can be defined as a variable that directly influences and causes changes in other variables, which are often referred to as dependent variables (Yayuk &

Sugiyono, 2019). The independent factors in this research are Occupational Health and Safety (X1), Working Conditions (X2) and Work Quality (X3).

2. Dependent Factor

The dependent factor is a variable whose value is determined by changes in the independent factor (Yayuk & Sugiyono, 2019). The dependent factor in this research is Employee Performance (Y).

Operational Definition of Variables

According to (Dalnial et al., 2014), Operational variables mean explaining variables in detail and concretely, in accordance with their theoretical meaning and equipped with measurable examples."

Research Design

This study adopts a quantitative approach based on numerical data. By measuring variables carefully, this study aims to obtain findings that can be generalized to various conditions, regardless of time, location, or situation. This method uses a positivist approach that emphasizes objectivity, measurement, and systematic hypothesis testing. In other words, this study is based on verifiable empirical evidence (Yayuk & Sugiyono, 2019).

Data Types

Quantitative research method is a scientific approach based on the measurement of numerical data. This method involves collecting data from a sample or a wider population, using standardized research questionnaires and quantitative data analysis to test the theories that have been proposed. There are two types of data collection, namely (Fitriani, 2018):

1. Key Information

This study uses primary information obtained precisely from respondents through questionnaire distribution. Primary data is considered more reliable because it is obtained from trusted sources and through direct observation. The data collection process involves observation, interviews, and documentation to ensure data quality (Fitriani, 2018).

2. Secondary Data

This research utilizes secondary data in the form of books, literature, and previous research results to complement the primary data collected. Information from these sources is used to support deeper analysis and understanding of the research topic (Fitriani, 2018).

Groups and Examples Group

The research group means as many staff at CV Surya Ananta Sentosa Muncar Banyuwangi. This means that there are 40 people who are the focus of the research. By studying this group, researchers hope to draw conclusions that apply to all employees in the company.

Example

Example means a group of people taken from the selected population representatively to replace the entire group (Fitriani, 2018). Example in research means

all employees of CV Surya Ananta Sentosa Muncar Banyuwangi. The sampling method used is a census or Saturated sample, so that and number of group members (40 people) respondents. Information retrieval is taken through questionnaires, interviews, observations, participant observations, and document analysis. In this research, we involve all members of the population as samples. In other words, we use a saturated sampling technique where all individuals in the population become part of the study (Yayuk & Sugiyono, 2019).

Sampling Techniques

All employees who work in the production department are involved as a whole as a sample on research. The saturated sampling method, namely chosen to ensure that all members of the population can provide relevant data (Yayuk & Sugiyono, 2019).

Information Collection Technique

According to characteristics this study, most relevant, way information is collected is through observation, interviews, questionnaire distribution, as well as documentation at CV. Surya Ananta Sentosa Muncar Banyuwangi.

Data Measurement Techniques

Likert scale is a tool to measure the subject into 5 points or 7 points scale with the same interval (Amadea -Margareta & Ayuningtyas, 2020). Research conducted a 5-point Likert Scheme. From available questions, respondents will choose one of the available answers on a Likert scale of 1-5 to obtain data from the answers will be given a certain score.

After determining several variables to be studied, an instrument was created in the form of a measuring tool for each variable so that it can be assessed. The measurement scale used in research means the Likert-scale. The Likert scale is a technique that allows respondents to rate items on a scale of five to one point depending on the amount of agreement or disagreement they have on the item (Amadea -Margareta & Ayuningtyas, 2020).

Table 2. Likert Scale.

Pilihan Kategori	Skor
Sangat Tidak Setuju	1
Tidak Setuju	2
Cukup Setuju	3
Setuju	4
Sangat Setuju	5

Data Analysis Techniques

In this research, analyze the information was conducted with a quantitative approach using descriptive and inferential statistics. Descriptive statistics provide an overview of the data through the calculation of central tendencies (mean, median, mode) and data distribution (standard deviation). Meanwhile, inferential statistics, Path Analysis, in particular, are used specifically for hypothesis testing regarding causal

relationships between groups of factors and making population inferences. To ensure data quality, The research instruments have undergone validity and reliability tests.

Data Instrument Test Validity Testing

Validity testing aims to confirm the validity of data collected through questionnaires as data collection instruments. Validity testing functions so that the information is valid in representing the phenomenon to be measured (Yayuk & Sugiyono, 2019).

Reliability Test

Reliability testing aims to measure how consistent the data or findings obtained are. If the data is not reliable, it means that the data is inconsistent and cannot be relied on for further analysis. This can result in inaccurate or biased conclusions. (Yayuk & Sugiyono, 2019)Reliability testing aims to measure the consistency of measurement results when carried out repeatedly. After ensuring that the statements in the instrument are valid, a reliability test is then carried out using the Cronbach Alpha method to calculate the value of the respondents' answers.

Classical Assumption Test Normality Test

The normality test is used to measure the level of success in regression model, the dependent factor and the independent variable are both normally distributed or not. Testing can be done by graphical analysis by looking at the probability plot that compares the cumulative distribution of the normal distribution. The normal distribution will form a straight diagonal line and the plotting of the residual data will be compared with the diagonal line (Godson K. Mensah, 2016). There are two ways to detect whether the residual is normally distributed or not, namely by graphical analysis and statistical tests.

Multicollinearity Test

Multicollinearity test is a situation where between two independent factors in the regression model there is a perfect linear or almost in accordance with it. Multicollinearity means a test if the regression model finds a close relationship between independent groups. A good regression model requires no multicollinearity problems (Godson K. Mensah, 2016).

Heteroscedasticity Test

This test is carried out to detect if the regression occurs section there is an equality of variance in the residuals of one observation with another. This best framework should be without heteroscedasticity, for example there is an inequality of variance between the residuals of one observation to another. In order to detect the presence of heteroscedasticity, it is seen in the Glejser method between the predictions of the dependent factor and the residual. Glejser test is run by using a method in the form of regressing between the independent factor and the residual score. If the significance number between the independent factor and the absolute residual is > 0.05, then there is no heteroscedasticity problem (Godson K. Mensah, 2016).

Line Development Testing Increase

This study adopts multiple linear regression analysis to estimate the simultaneous effects of a number of independent variables on the dependent variable. This approach

was chosen because it allows the identification of the relative contribution of each independent variable to changes in the dependent variable.

Hypothesis Testing

t-test

The t-test is used to measure the impact of each independent factor and is used in this research to partially relate dependent factors. This test can be done by comparing and referring to difference between the two mean scores against cheating criteria as well as differentiating the means of the two samples (Godson K. Mensah, 2016).

Coefficient of Determination Test (R^2)

Coefficient determination test (R^2) is conducted to measure how far the model's ability (independent variable) is in explaining the variation of the dependent variable. The determination coefficient value is between zero and one. If the determination coefficient value is close to 1, it means that the independent factors are able to provide almost all information for explain the coverage variables. Conversely, if the determinant value is 0, independent meaning variable only provides a little information to explain variation of the dependent factor (Godson K. Mensah, 2016).

RESULTS AND DISCUSSION

Results

Table 3. Validity Testing Test.

No	Indikator	Kriteria 1		Kriteria 2		Keterangan
		r hitung	r tabel	Sig	Alpha	
Keselamatan Kesehatan Kerja (K3) (X1)						
1	X1.1	0,564	0,304	0,000	0,05	Valid
2	X1.2	0,348	0,304	0,000	0,05	Valid
3	X1.3	0,387	0,304	0,000	0,05	Valid
4	X1.3	0,367	0,304	0,000	0,05	Valid
5	X1.4	0,326	0,304	0,000	0,05	Valid
Lingkungan Kerja (X2)						
1	X2.1	0,392	0,304	0,000	0,05	Valid
2	X2.2	0,516	0,304	0,000	0,05	Valid
3	X2.3	0,428	0,304	0,000	0,05	Valid
4	X2.4	0,359	0,304	0,000	0,05	Valid
5	X2.5	0,397	0,304	0,000	0,05	Valid
6	X2.6	0,548	0,304	0,000	0,05	Valid
7	X2.7	0,523	0,304	0,000	0,05	Valid
Kepuasan Kerja (X3)						
1	X3.1	0,336	0,304	0,000	0,05	Valid
2	X3.2	0,711	0,304	0,000	0,05	Valid
3	X3.3	0,450	0,304	0,000	0,05	Valid
4	X3.3	0,539	0,304	0,000	0,05	Valid
5	X3.4	0,529	0,304	0,000	0,05	Valid
Kinerja Karyawan (Y)						
1	Y1.1	0,692	0,304	0,000	0,05	Valid
2	Y1.2	0,611	0,304	0,000	0,05	Valid
3	Y1.3	0,464	0,304	0,000	0,05	Valid
4	Y1.4	0,693	0,304	0,000	0,05	Valid
5	Y1.5	0,394	0,304	0,000	0,05	Valid
6	Y1.6	0,508	0,304	0,000	0,05	Valid

Reference: Processed Information 2024

According to the above explanation, it shows that the r table value that we must use to test the validity test results on my instrument is df = 40 – 2 = 38. If we look at the table, at df or N 38 because the calculated r value > r table of 0.304 and the significance value is 0.05, it can be concluded that all statement items are declared valid.

Table 4. Reliability Test Results.

Variabel	Nilai Cronbach Alpha	Standar t Alpha	Keterangan
Keselamatan Kesehatan Kerja (K3) (X1)	0,534	0,60	Reliabel
Lingkungan Kerja (X2)	0,656	0,60	Reliabel
Kepuasan Kerja (X3)	0,674	0,60	Reliabel
Kinerja Karyawan (Y)	0,715	0,60	Reliabel

Reference: Processed Information 2024

Table 4 states that the results of the reliability test on all variables with Cronbach Alpha values of 0.534, 0.656, 0.674, 0.715 > 0.60 can be concluded that all statement items are reliable.

Table 5. Normality Test Results.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.58677575
Most Extreme Differences	Absolute	.103
	Positive	.094
	Negative	-.103
Kolmogorov-Smirnov Z		.649
Asymp. Sig. (2-tailed)		.794

a. Test distribution is Normal.

b. Calculated from data.

Reference: Processed Information 2024

According to the above explanation, the normality test is used to make a decision so that Asymp. Sig (2-tailed) as much as 794 > 0.05 then Ho is accepted and Ha is rejected. While using Kolmogorov-Smirnov Z of 649 > 0.05, so the conclusion is that the data is normally distributed.

Table 6. Multicollinearity Test Results.

Variabel	Tolerance	VIF	Keterangan
Keselamatan Kesehatan Kerja (K3) (X1)	0,884	1,131	Tidak Ada Multikolinearilitas
Lingkungan Kerja (X2)	0,924	1,083	Tidak Ada Multikolinearilitas
Kepuasan Kerja (X3)	0,939	1,065	Tidak Ada Multikolinearilitas

Reference: Processed Information 2024

According to the above explanation find evidence VIF value in the independent factors <10, then independent tolerance factors > 0.100 means no correlation between the independent factors. It can be concluded that if the regression model in the research there is no multicollinearity symptom.

Table 7. Heteroscedasticity Test Results.

Variabel	Sig	Alpha	Keterangan
Keselamatan Kesejatan Kerja (K3) (X1)	0,278	0,05	Tidak Terjadi Gejala Heteroskedastisitas
Lingkungan Kerja (X2)	0,968	0,05	Tidak Terjadi Gejala Heteroskedastisitas
Kepuasan Kerja (X3)	0,002	0,05	Terjadi Gejala Heteroskedastisitas

Reference: Processed Information 2024

According to the above explanation, it shows that heteroscedasticity test with the Glejser test with variable acts as a dependent variable with a sig value of Occupational Health and Safety (K3) (X1) of 0.278, a sig score as much as Work Condition (X2) for 0.968, and a sig score as much as Job Satisfaction (X3) for 0.002. The sig value of the two variables above is > 0.05, meaning that there is no symptom of heteroscedasticity in the regression model, a sig value of the work environment of 0.002 <0.005, meaning that there is a symptom of heteroscedasticity in the regression model.

Table 8. Increased Line Development Test Results.

Variabel	Koefisiensi Regresi	Standart Ekor
(Constanst)	4,830	5,537
Keselamatan Kesehatan Kerja (K3) (X1)	0,121	0,263
Lingkungan Kerja (X2)	0,532	0,143
Kepuasan Kerja (X3)	0,242	0,181

Reference: Processed Information 2024

The Y value has a constant criterion with a coefficient of 4.830 , the coefficient value of Occupational Health and Safety (K3) (X1) which is 0.121 , Working Conditions (X2) which is 0.532 , Job Pleasure (X3) is 0.242 . All values can be obtained from the results of

processing the questionnaire data processed on the computer program, namely SPSS 21 (Static Package for the Social Science).

In the table above, we can see that multiple linear regression analysis could be, for example:

$$Y = \alpha + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + e$$
$$Y = 4.830 + 0.121 + 0.532 + 0.242$$

Based on exposure related to test results multiple linear regressions analysis equation:

a. The constant value is 4.830, which meaning that if working conditions and position satisfaction amounted to 0, then the employee performance value becomes the same as the constant, namely 4.830.
b. β1 X1 (regression coefficient value) Occupational Health and Safety (K3), as much as 0.121 states that the results of the occupational health and safety (K3) factor has definite impact on employee performance linkages (Y). This means that the results of increasing 1 health and safety (K3) factor will affect employee performance by 0.121.
c. β2 X2 (work environment value), as much as 0.532 states that the results of the work environment factor have a precise effect impact on employee performance linkages (Y). This means that the results of increasing 1 work environment factor will affect employee performance by 0.532.
d. β3 X3 (value job satisfaction), as much as 0.242 states that the results of pleasure of work factor has a positive impact effect impact employee performance linkage (Y). It means that results of increasing 1 job satisfaction factor will affect employee performance by 0.242.

Table 8. t-Test Results.

Variabel	t hitung	t tabel	Sig	Keterangan
Keselamatan Kesehatan Kerja (K3) (X1)	0,458	1,685	0,751	Ditolak
Lingkungan Kerja (X2)	3,720	1,685	0,001	Diterima
Kepuasan Kerja (X3)	1,337	1,685	0,112	Ditolak

Reference: Processed Information 2024

Stating that the t table value that I should use for the t test results on my instrument is df = 40 – 2 = 38. If we look at the table, at df or N 38 then the t table is 1.6895 with the Occupational Health and Safety (K3) variable (X1) meaning the hypothesis is rejected, Working Conditions (X2) meaning the hypothesis is accepted, Work Pleasure (X3) meaning the hypothesis is rejected.

Based on the table above, the following conclusions can be drawn:

1. Impact of Occupational Health and Safety on Employee Performance

In the t-test results, the significance value is obtained as much as 0.751 > 0.05, meaning that there is no impact of occupational health and safety (K3) on employee performance. Seen t count> t table is 0.458 > 1.685 , so based on the results of the significance value test and the t count value, it can be concluded that there is no impact of the Occupational Health and Safety (K3) factor on employee performance.

2. Impact of Work Environment on Employee Performance

In the t-test results, the significance value is obtained as much as 0.001 <0.05, meaning that there is an impact of the work environment on employee performance. Seen t count > t table of 3.720> 1.685, so based on the results of the significant value test and the calculated t value, can be concluded that there are impact of the work environment factor t employee performance linkages.

3. Impact of Work Satisfaction on Employee Performance

In the t-test results, the significance value is obtained as much as 0.112 > 0.05, meaning that there is no impact of job satisfaction on employee performance. Seen t count> t table of 1.337 > 1.685 , so based on the results of the significance value test and the t count value, can be concluded that there is no impact of the job satisfaction factor employees performance linkages.

Table 9. R Retrieved Determination Test Coefficient (R^2).

Kriteria	Koefisiensi
R	0,537
R Square	0,289
Adjusted R Square	0,230

Reference: Processed Information 2024

According to the above explanation, the Adjusted R Square score of 0.230 or 23% change in employee performance indicates occupational health and safety (K3) factors (X1), working conditions (X2) and job satisfaction (X3), then the remaining 77% means other factors such as job title training and work commitment to employee performance and others.

Discussion

1. Impact of Occupational Health and Safety on Employee Performance

In the t-test results, the significance value is obtained as much as 0.751 > 0.05, meaning that there is no impact of occupational health and safety (K3) on employee performance. Seen t count> t table is 0.458 > 1.685 , so based on the result them significance value test and the t count value, it can be concluded that there is no impact of the Occupational Health and Safety (K3) factor on employee performance.

Expert opinion(Agus, 2019) Regarding occupational health and safety, this means regulations that aim to protect workers from the risk of accidents while carrying out work in a workplace that uses dangerous tools or machines.

2. Impact of Work Environment on Employee Performance

In the t-test results, the significance value is obtained as much as 0.001 <0.05, meaning that there is an impact of the work environment on employee performance. Seen t count> t table of 3.720> 1.685, so based on the result them significant value test and the calculated t value, it can be concluded that there is an impact of the work environment factor t on employee performance.

Research (Jean R. Asthenu, 2022)states that working conditions have a significant impact on employee productivity. Furthermore, (Ryani Dhyan Parashakti, 2020)it states that working conditions have a significant positive impact on employee performance.

3. Impact of Job Satisfaction on Employee Performance

In the t-test results, the significance value is obtained as much as 0.112 > 0.05, meaning that there is no impact of job satisfaction on employee performance. Seen t count > t table of 1.337 > 1.685 , so based on the result them significance value test and the t count value, can be concluded that there is there is no impact the work satisfaction factor on employee performance.

Research (Anggun Setiyaningrum, 2024)states that job satisfaction does not have a significant effect on employee performance. He continued (Nenden Nur Annisa, 2017) by stating that job satisfaction does not have an effect on employee performance because satisfaction cannot describe the indirect impact between work stress factors through satisfaction related to performance.

CONCLUSION

Fundamental Finding : The study investigated the influence of Occupational Health and Safety (OHS), the work environment, and job satisfaction on employee performance at CV Surya Ananta Sentosa Banyuwangi. The findings revealed that while the work environment significantly affects employee performance, both Occupational Health and Safety (OHS) and job satisfaction do not exhibit a statistically significant impact on performance. **Implication :** These results suggest that improvements in the physical and psychological aspects of the work environment may lead to better employee performance, underlining the need for organizations to prioritize a conducive workplace setting. However, the lack of significant influence from OHS and job satisfaction indicates that in this particular context, employees may perceive these factors as either adequately addressed or less directly tied to their performance outputs. **Limitation :** The study is context-specific and limited to a single company, which may restrict the generalizability of the findings. Moreover, the reliance on cross-sectional data might not fully capture dynamic changes in employee perceptions over time. There is also the possibility of unexamined variables that could mediate or moderate the observed relationships. **Future Research :** Future studies are encouraged to broaden the sample scope across multiple organizations or industries to validate the findings. Longitudinal designs could provide

deeper insights into how the relationships between health and safety, work environment, job satisfaction, and employee performance evolve over time. Additionally, exploring potential moderating factors such as organizational culture or leadership style could further enrich understanding of these dynamics.

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